WELCOME TO

LOOKING AHEAD:
COMMUNITY COLLEGE LEADERSHIP FOR THE FUTURE

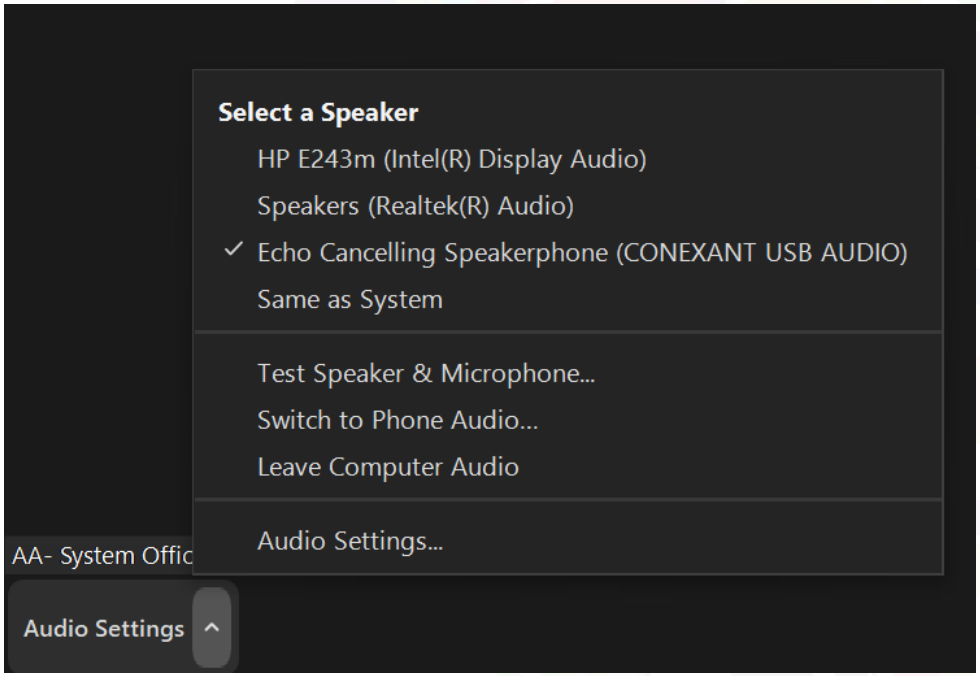
May 18, 2021
2:30pm

About the Presenter

Dr. Doug Smith
Iowa State
University

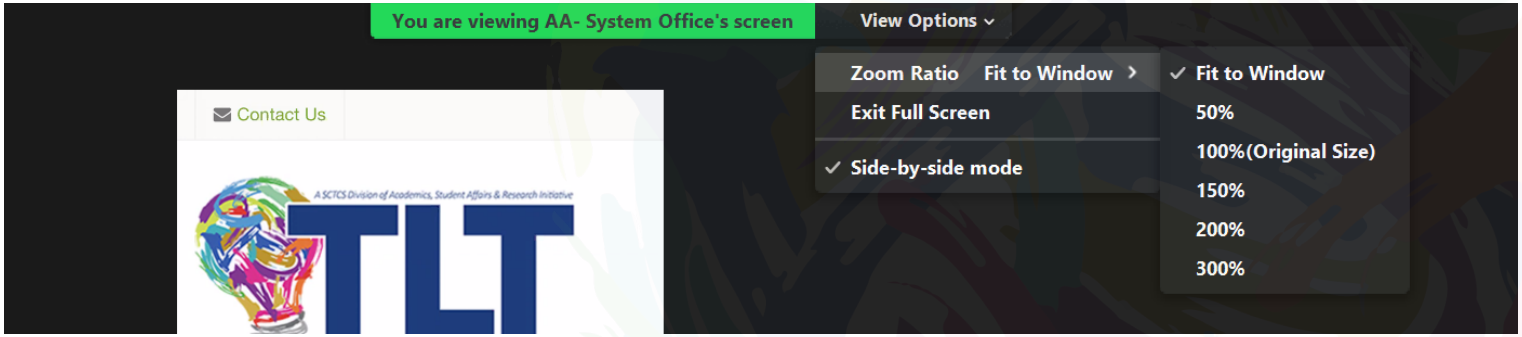
TLT
A SCIS Division of Academic, Student Affairs & Research Initiative
Teaching & Learning Tuesday

Zoom Webinar



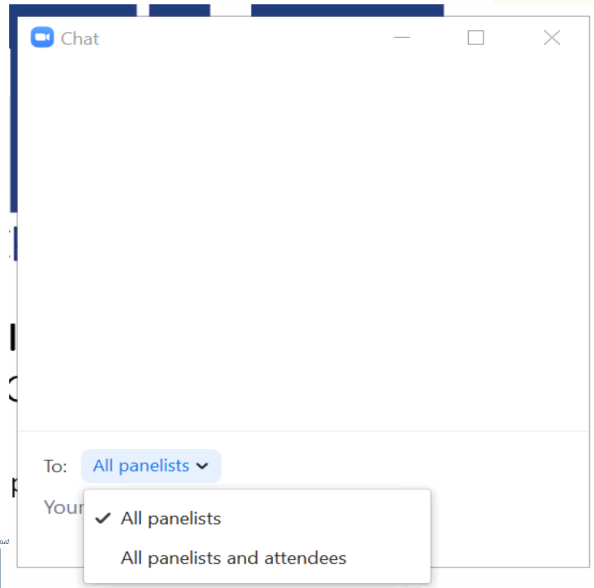
TLT
Teaching & Learning Tuesday

Zoom Webinar

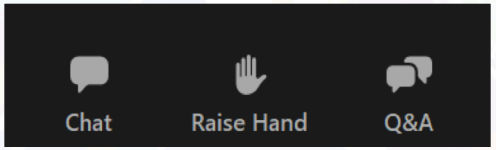


Zoom Webinar

Chat



Raise Hand and Q&A



TLT
Teaching & Learning Tuesday

IOWA STATE UNIVERSITY
Division of Higher Education

Looking Ahead: Community College Leadership for the Future

Douglas A. Smith, Ph.D.
Associate Professor of Community College Leadership
Head, Division of Higher Education
Coordinator, Community College Leadership Programs

Policy Issues and Challenges Facing Community College Leaders

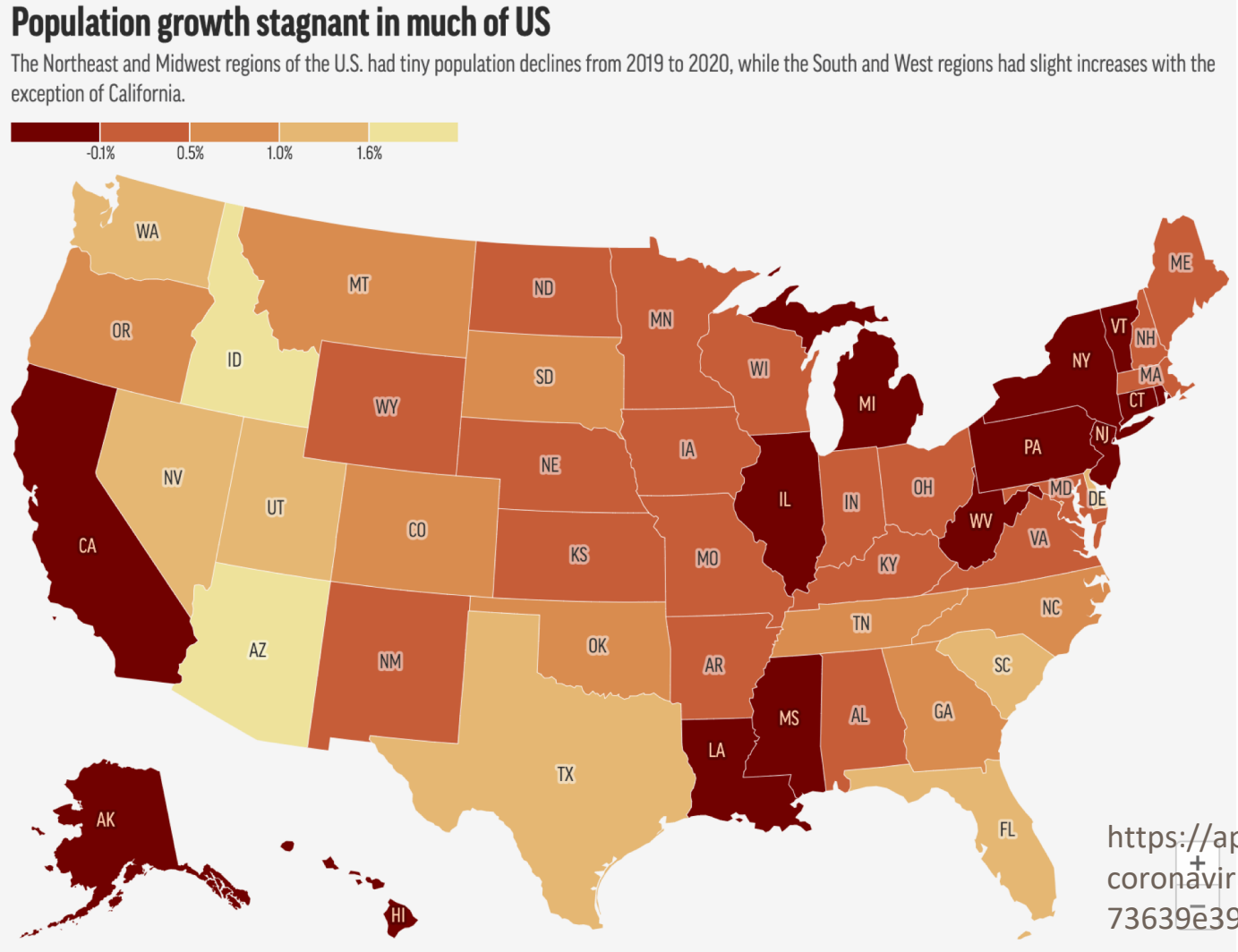
Overview

- Economic and Political Contexts
- Demographic Shifts
- Undocumented Students
- Community College Baccalaureate
- College Affordability
- Free College
- Focus on Completion
- Workforce Development

Economic and Political Contexts

- Economic environment
  - Volatility
  - Training displaced workers
  - Competing demands between workforce and traditional liberal arts
- Income inequality worsening
  - Need for more adult basic education
- Political polarization

Demographic Shifts



https://apnews.com/article/us-news-coronavirus-pandemic-census-2020-73639e39de7ed221a730545204034d89

Demographic Shifts

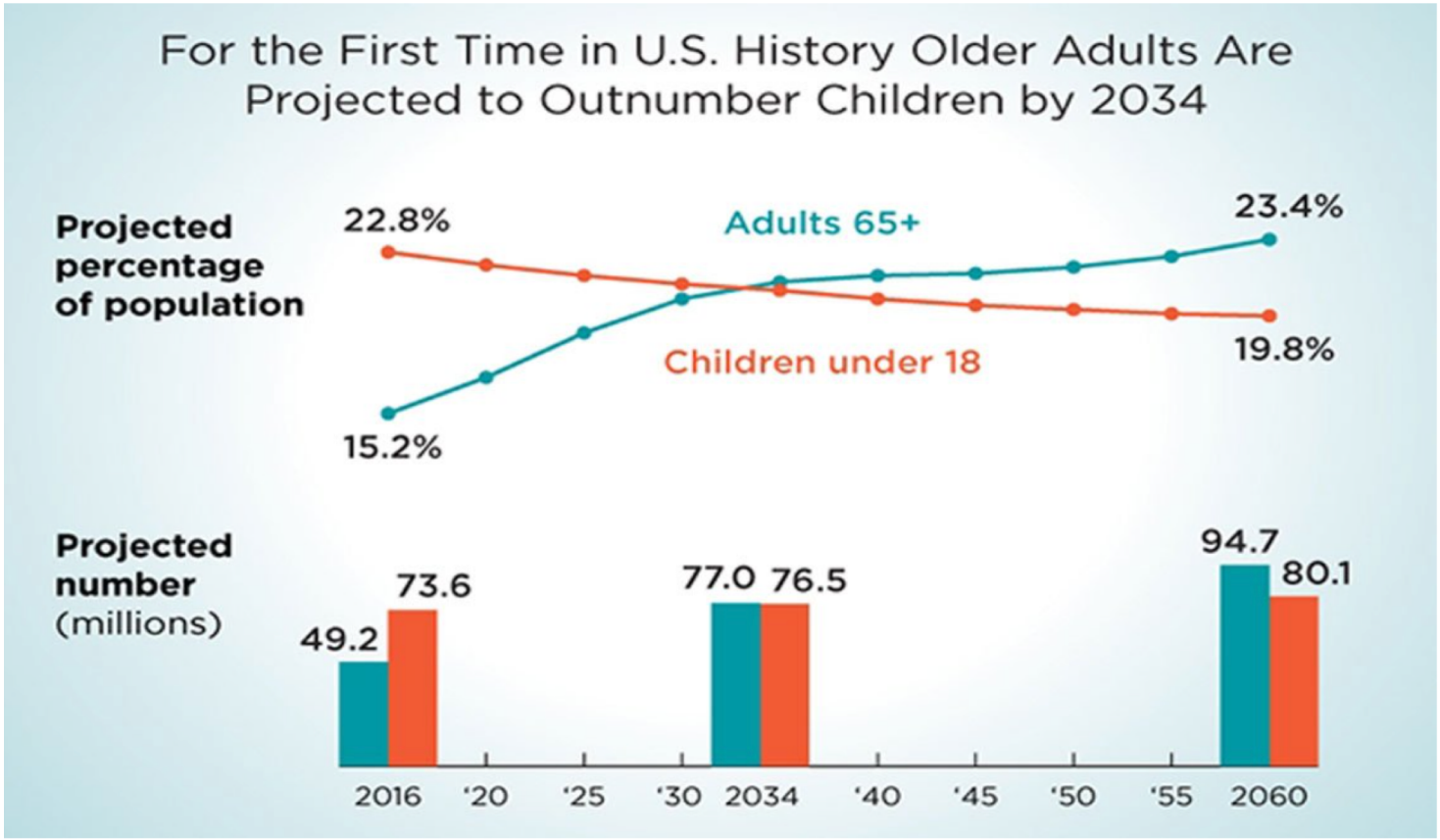
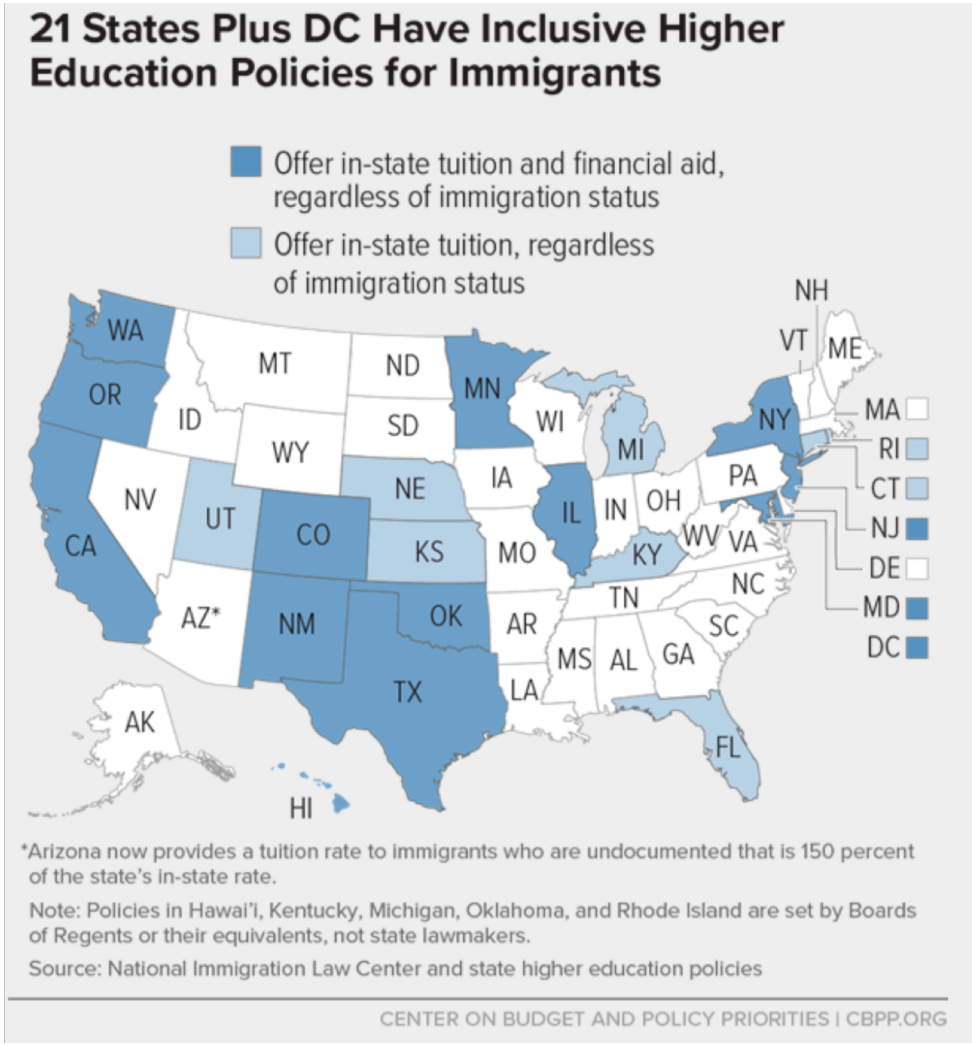


CHART FROM THE U.S. CENSUS BUREAU

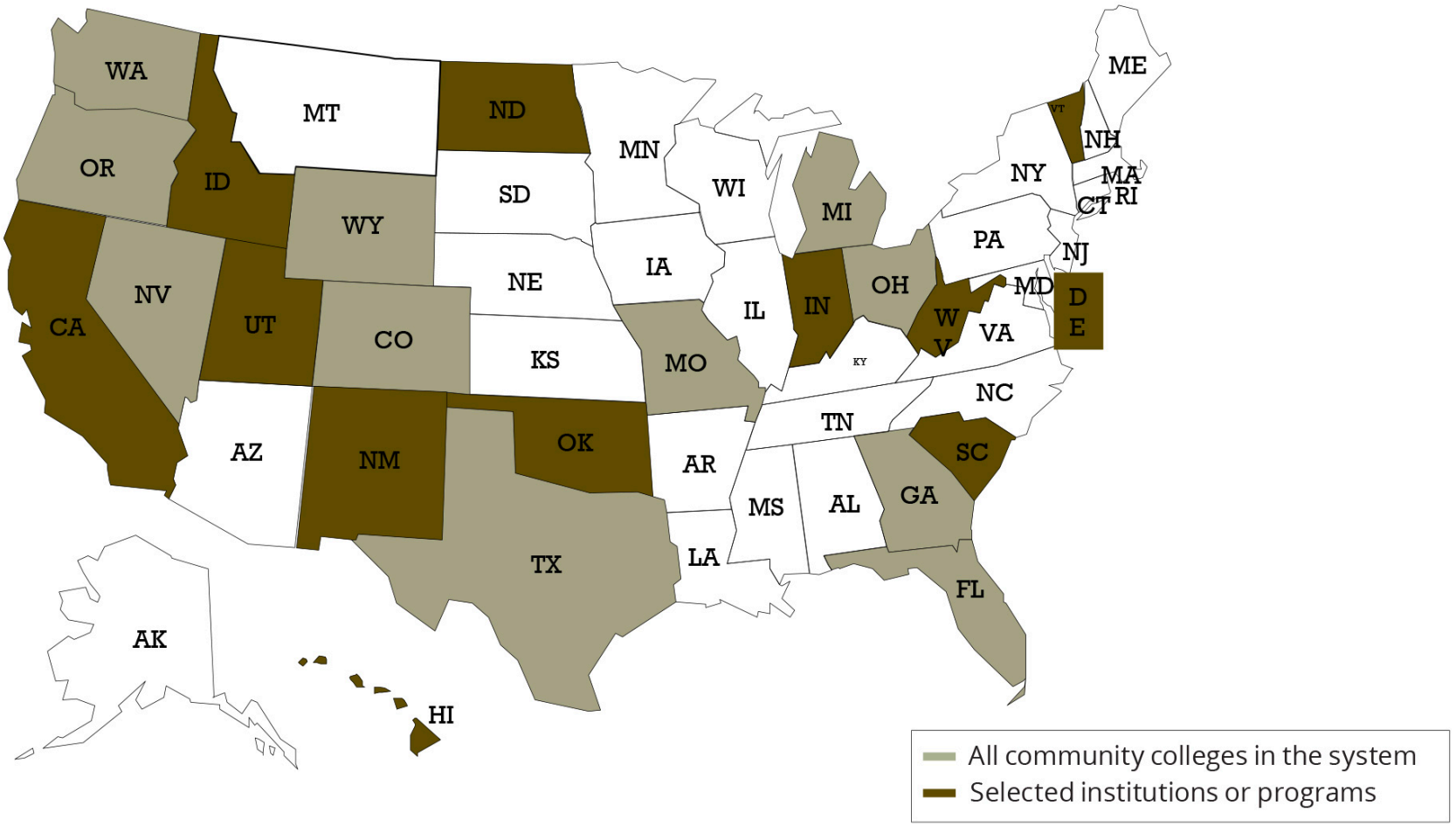
By 2034, for the first time ever, there will be more Americans age 65-plus than under 18.

https://www.census.gov/newsroom/press-releases/2018/cb18-41-population-projections.html

Undocumented Students



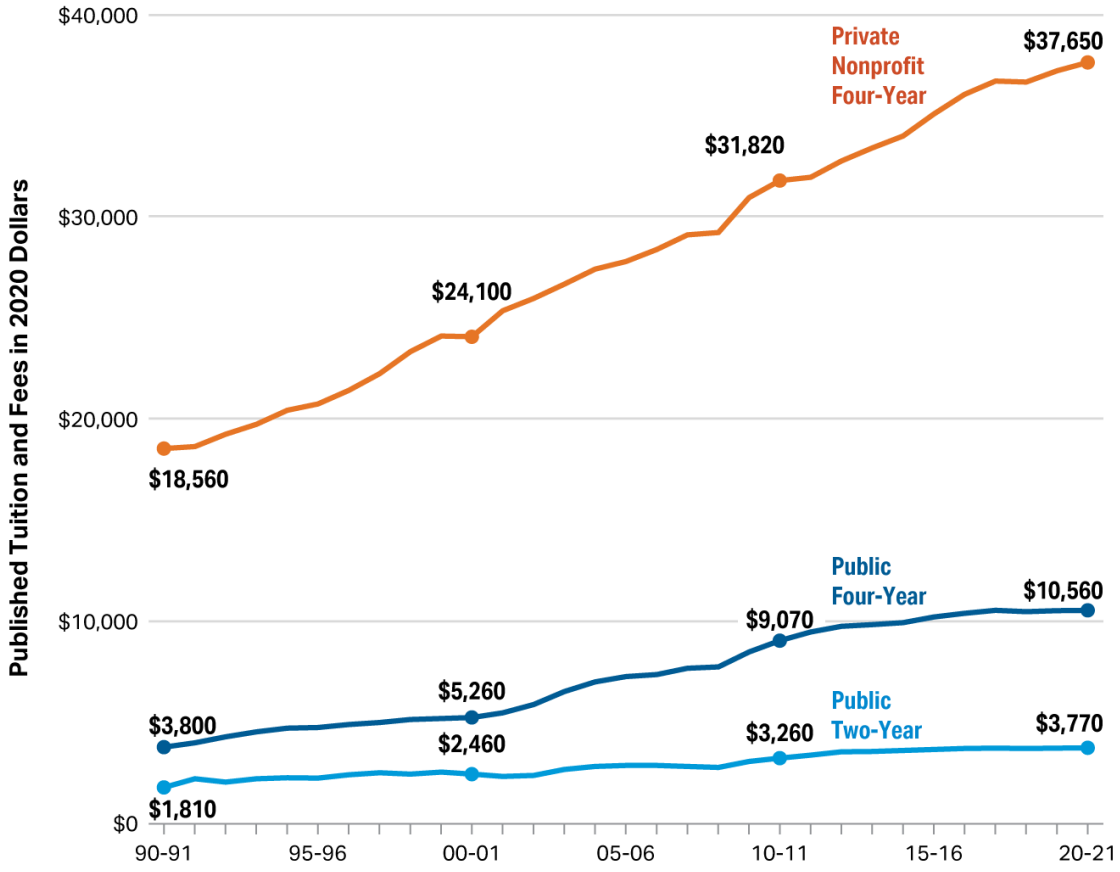
Community College Baccalaureate



https://www.accbd.org/programs-by-state/

College Affordability

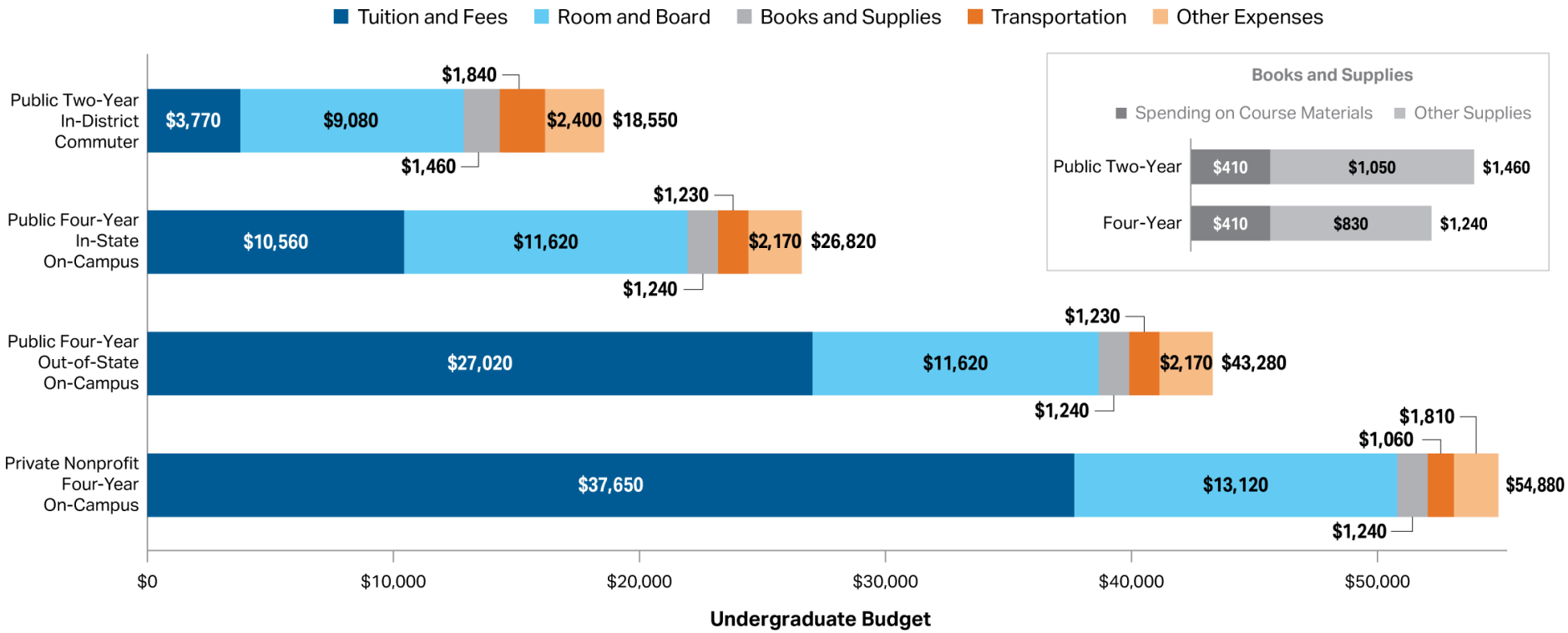
Average Published Tuition and Fees in 2020 Dollars by Sector, 1990-91 to 2020-21



Source: The College Board, Trends in College Pricing and Student Aid 2020, Figure CP-2.

College Affordability

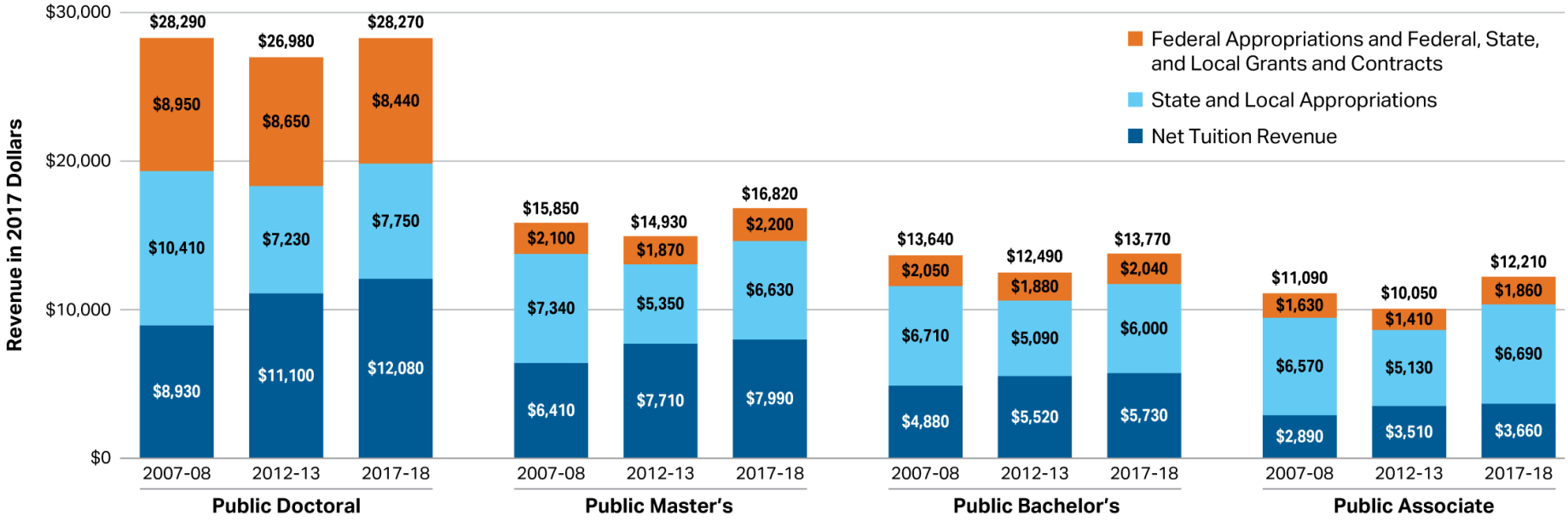
Average Estimated Full-Time Undergraduate Budgets (Enrollment-Weighted) by Sector, 2020-21



Source: The College Board, Trends in College Pricing and Student Aid 2020, Figure CP-1.

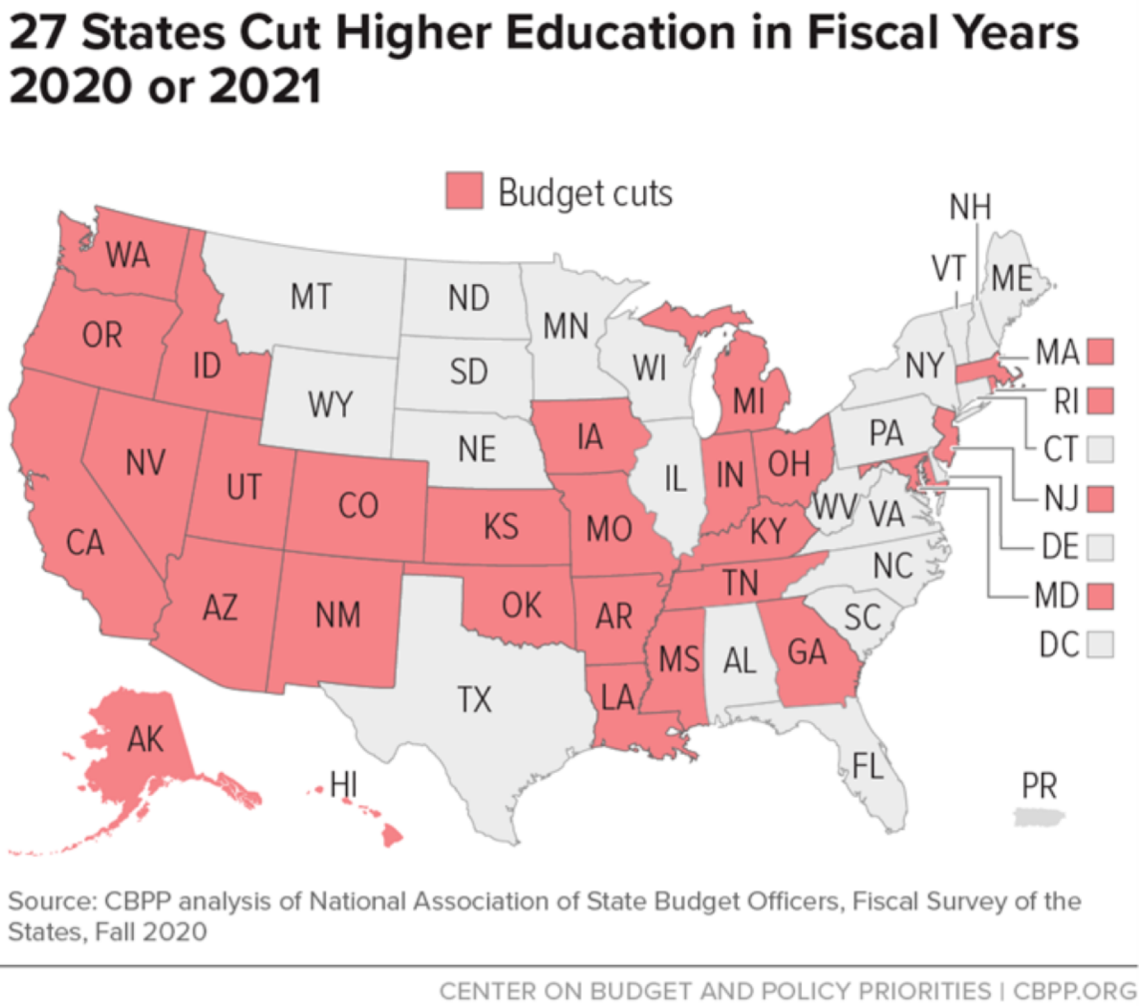
Funding Sources

Institutional Revenues per Full-Time Equivalent (FTE) Student in 2017 Dollars at Public Institutions, 2007-08, 2012-13, and 2017-18

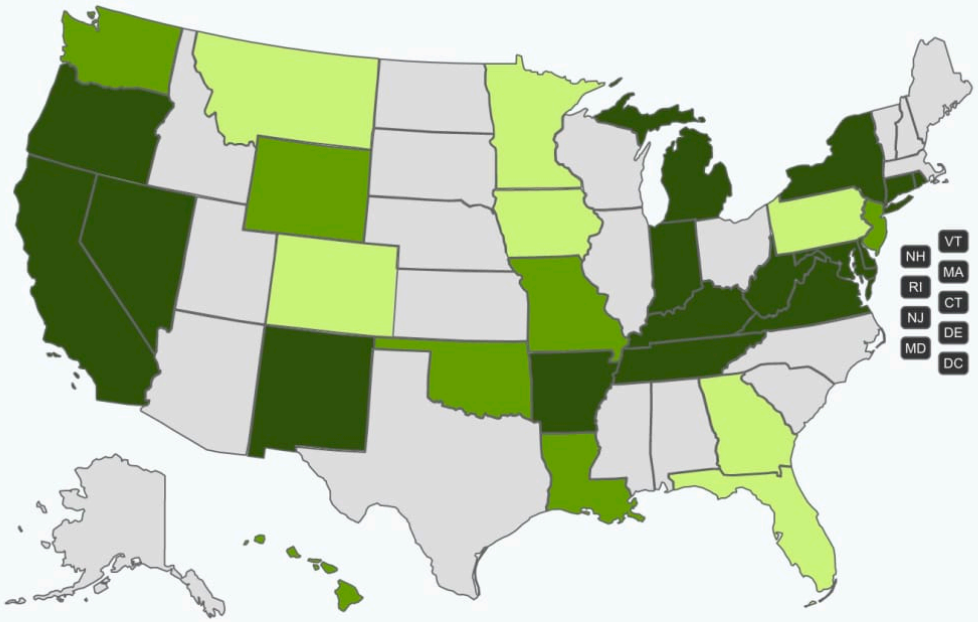


Source: The College Board, Trends in College Pricing and Student Aid 2020, Figure CP-13.

State Funding



Free College



Our Momentum

HOW SOON WILL YOUR STATE'S COLLEGES BE TUITION FREE?

As of today, over half of the states on our momentum map are green! This unprecedented level of activity makes it clear that free college is gaining strong momentum as a smart bipartisan policy and that states will continue to play an important role in eliminating cost as a barrier to attaining postsecondary education.

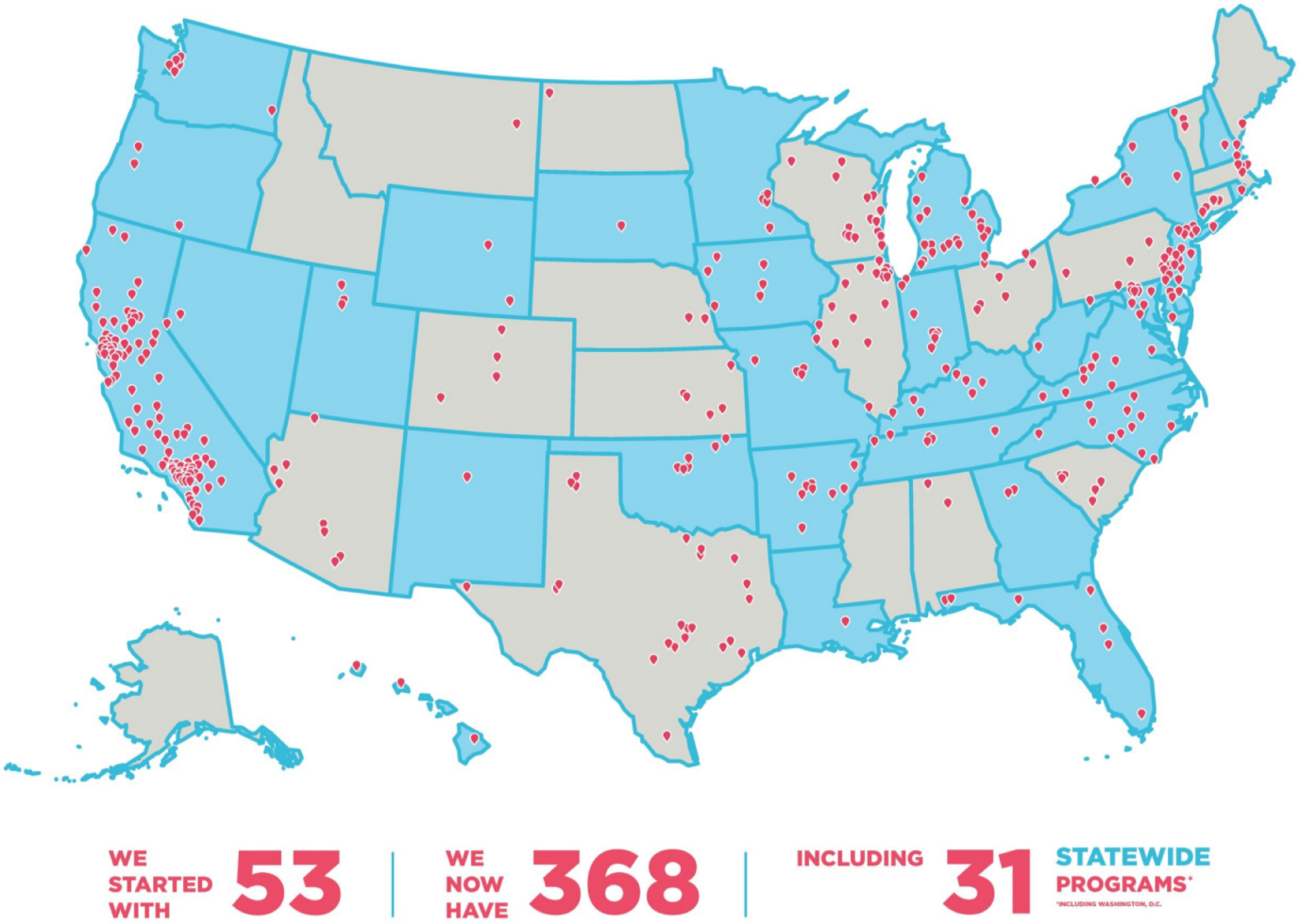
Select a state for more info

Map Legend

- Statewide promise program enacted
- Extensive scholarship programs in place
- Some state activity
- No promise programs planned or in place

https://www.freecollegenow.org/

Free College



https://www.collegepromise.org/

A Focus on Completion

- Outcomes-based funding (performance based funding) discussions on the rise again
- Metrics shifting from inputs to outputs
- Growing focus on efficiency and effectiveness
- Understanding momentum points
- Meta-majors

What Does this Mean for Community College Leaders?

Studies of Next Generation Leadership Needs

- 8 South Carolina community college presidents (2017)
- 15 Iowa community college presidents (2021)
- Focus on understanding competencies and skills necessary for success

Next Generation Leadership Needs

Individual Attributes

- Institutional Fit
- Loyalty to the mission of the institution

Environmental Influences

- Leading in a new fiscal reality
- Leading in an era of mobile technology and social media
- Leading an outcomes-focused college

Next Generation Leadership Needs

- Key organizational position areas:
  - Senior academic leaders
  - CFO/finance
  - Diversity, equity, and Inclusion
  - Technology
  - Faculty
- Institutional talent needs:
  - Improved data analytic skills
  - Community engagement
  - Passion for community college work
  - Succession planning
  - Strengthening internal talent development pipelines
  - Motivation for advancement to senior levels

Next Generation Leadership Needs

- Knowledge
  - Data literacy
  - Diversity, equity, and inclusion
  - External relationships
  - Functional areas and operations
  - Funding/Budgeting
  - Governance
  - Innovation
  - Institutional culture
  - Leadership roles/responsibilities
  - Legislative and policy process/relationships
  - Personal leadership skills
  - Planning/decision making
  - Workforce development

- Leadership Skills/Characteristics:
  - Accountability
  - Adaptability
  - Change agent
  - Collaboration
  - Communication/Listening
  - Composure
  - Continuous growth
  - Emotional intelligence
  - Impactful
  - Innovative
  - Integrity
  - Leadership
  - Perseverance
  - Strategic
  - Transparency
  - Work ethic

Thank You!

Douglas A. Smith, Ph.D.
Iowa State University
smithda@iastate.edu

Leadership Development Opportunities

Faculty Academy

Leadership Academy

SC Technical College System

Community College Leadership Alliance

University of South Carolina

2021 TLT Spring Sessions

June Federal Student Aid; US Department of Education

Fall schedule will be released at a later date.

Want to showcase your expertise? Is there a teaching technique that has been effective in the classroom? Apply to be a TLT presenter! For more information and full schedule: www.sctechsystem.edu/tlt

TLT
Teaching & Learning Tuesday

Give Us Your Feedback

https://www.surveymonkey.com/r/May2021TLT

TLT
Teaching & Learning Tuesday